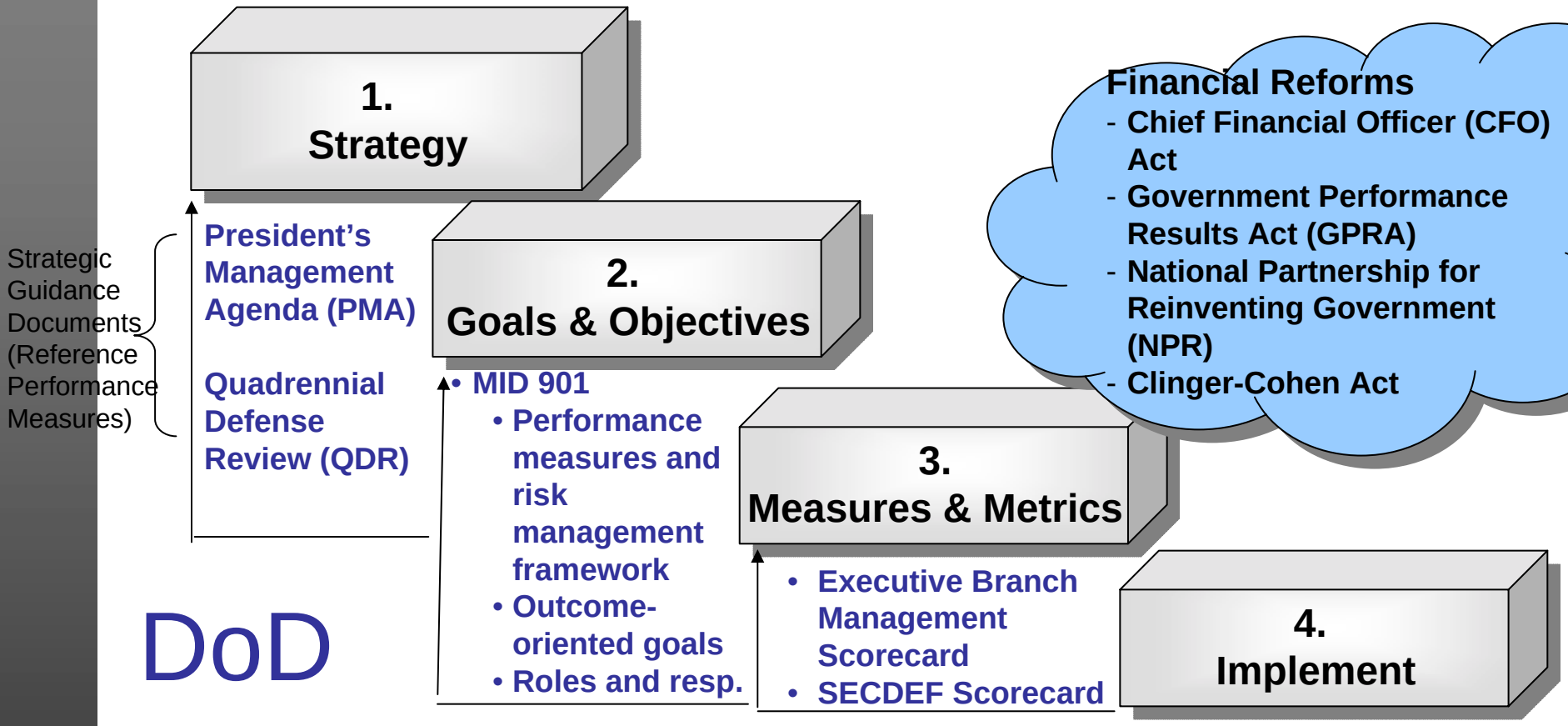
Army Enterprise Integration Oversight Office

Evolution of Performance Management

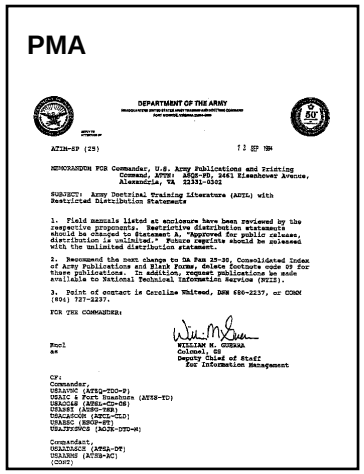
February 2005

Financial reforms such as the GPRA set the tone for performance measurement



Performance management is being institutionalized as part of a "way of doing business" in the DoD

PMA sets the strategic direction for management improvement in the Government



PMA

DEPARTMENT OF THE ARMY

ATIM-SP (25)

MEMORANDUM FOR Commander, U.S. Army Publications and Printing Command, ATTN: ASQS-PD, 2461 Eisenhower Avenue, Alexandria, VA 22331-0302

SUBJECT: Army Doctrinal Training Literature (ADTL) with Restricted Distribution Statements

1. Field manuals listed at enclosure have been reviewed by the respective proponents. Restrictive distribution statements should be changed to Statement A, "Approved for public release; distribution is unlimited." Future reprints should be released with the unlimited distribution statement.

2. Recommend the next change to DA Pam 25-30, Consolidated Index of Army Publications and Blank Forms, delete footnote code 09 for these publications. In addition, request publications be made available to National Technical Information Service (NTIS).

3. Point of contact is Caroline Whitsed, DSN 656-2237, or COMM (804) 727-2237.

FOR THE COMMANDER:

Encl
as

WILLIAM M. GUERRA
Colonel, SS
Deputy Chief of Staff
for Information Management

CF:
Commander,
USAAVNC (ATSQ-TDD-P)
USAIC & Fort Huachuca (ATSS-TD)
USAOC&S (ATSL-CD-OS)
USAFST (ATSG-TEB)
USACASCOM (ATCL-CLD)
USAESC (ESCP-ST)
USAJFKSWCS (AOJK-DTD-M)

Commandant,
USAADASCH (ATSA-DT)
USAARMS (ATSB-AC)
(CONT)

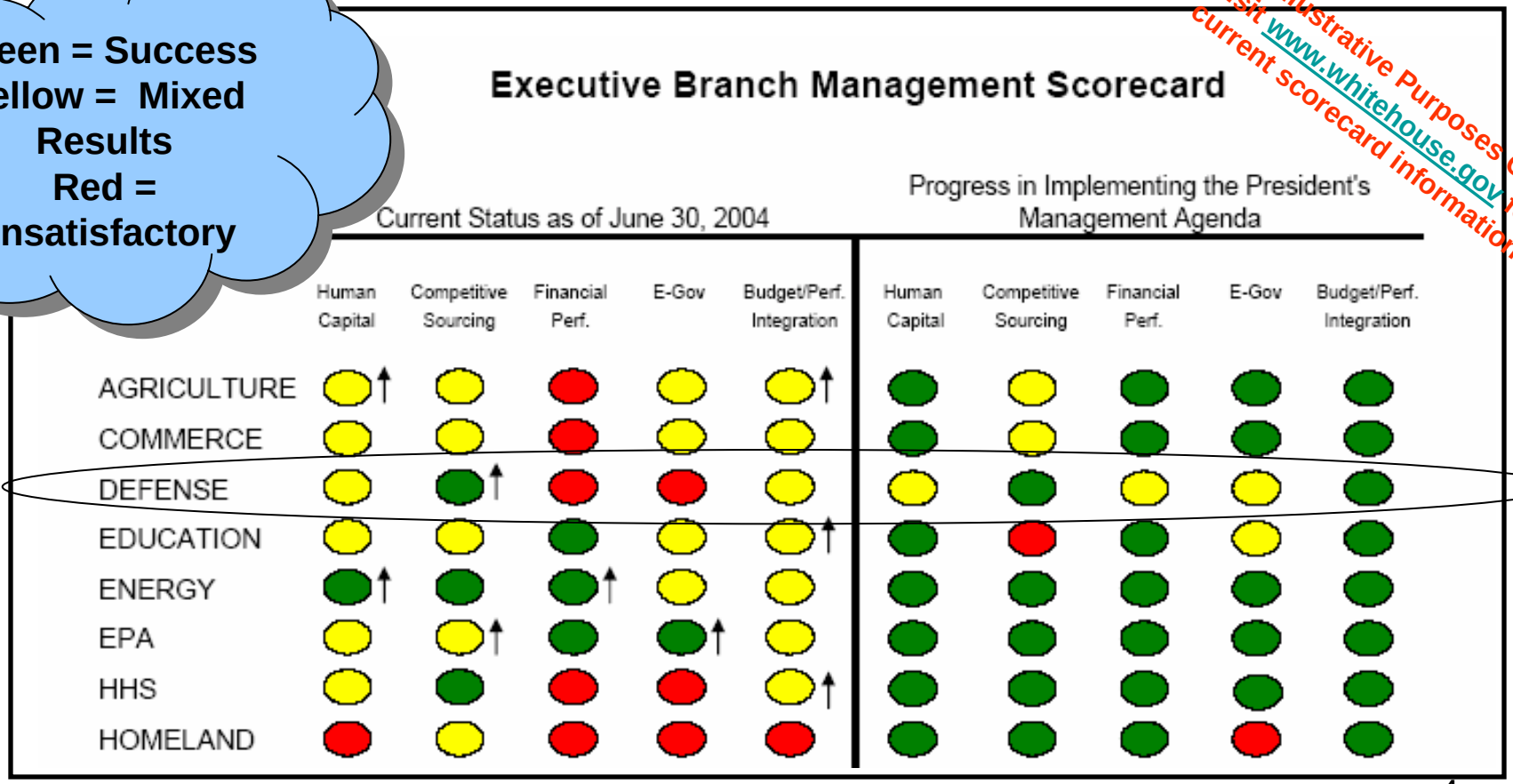
- President's Management Agenda (PMA)
  - Launched in 2001 as a strategy for improving the management and performance of the Federal Government
  - Five key Government-wide initiatives:
    - Strategic Management of Human Capital
    - Competitive Sourcing
    - Improved Financial Performance
    - Expanded Electronic Government
    - Budget and Performance Integration (BPI)

"The function of management is to produce results."
Peter F. Drucker

Executive Branch Management Scorecard

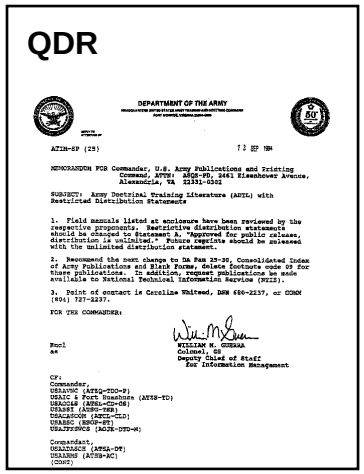
- Tracks how well the departments and major agencies are executing the five government-wide management initiatives outlined in PMA

Green = Success
Yellow = Mixed Results
Red = Unsatisfactory



For Illustrative Purposes Only
Visit www.whitehouse.gov for current scorecard information

The QDR provides strategic guidance to the Department of Defense



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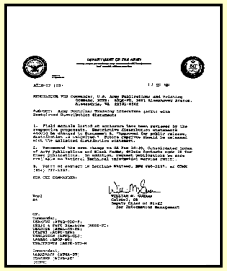
USAANMS (ATSB-AC)
(CONT)

The QDR is the strategic guidance set forth by the Secretary of Defense

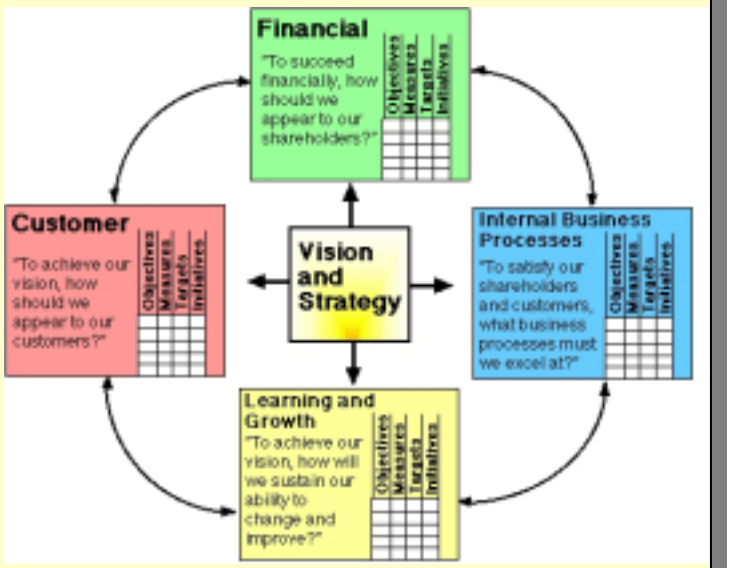
- Quadrennial Defense Review (QDR)
  - Report developed every four years
  - Outlines the DoD's strategy, goals and objectives
    - One of the Top 10 priorities included "Streamline DoD Processes"
      - Shorten PPBS and acquisition cycle time
      - Financial Management Reform
      - Shorten all DoD proceses by 50%
  - Report defines a risk framework which is the basis for the DoD's annual performance goals under the GPRA and addresses implementation of the PMA

Risk framework is DoD's adaptation of Kaplan and Norton's Balanced Scorecard

2001 QDR



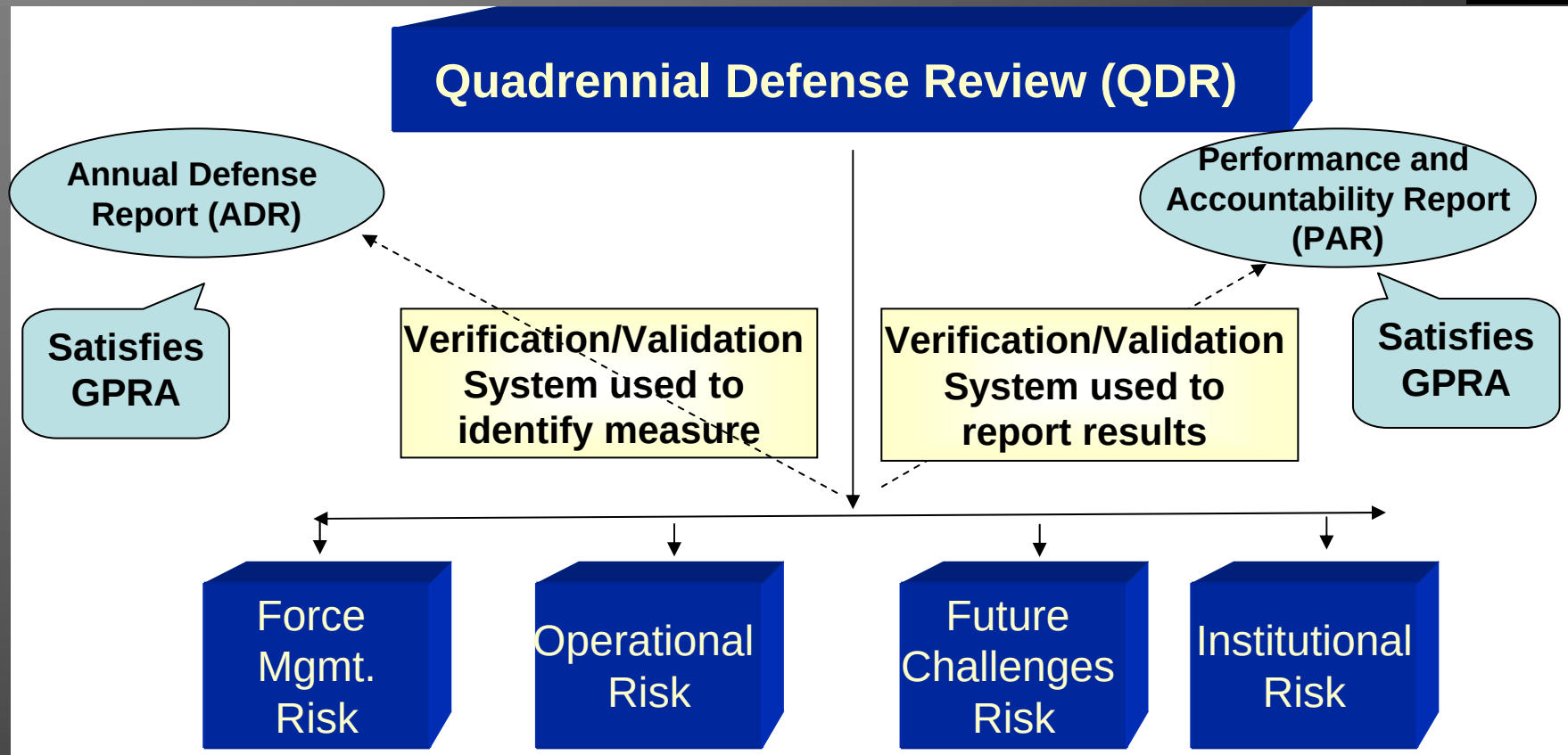
Kaplan and Norton's Balanced Scorecard Framework



DoD's Balanced Scorecard Framework

The BSC concept and terminology will remain constant regardless of political changes. OSD PA&E and Comptroller are the conduits for adapting the BSC into the next framework

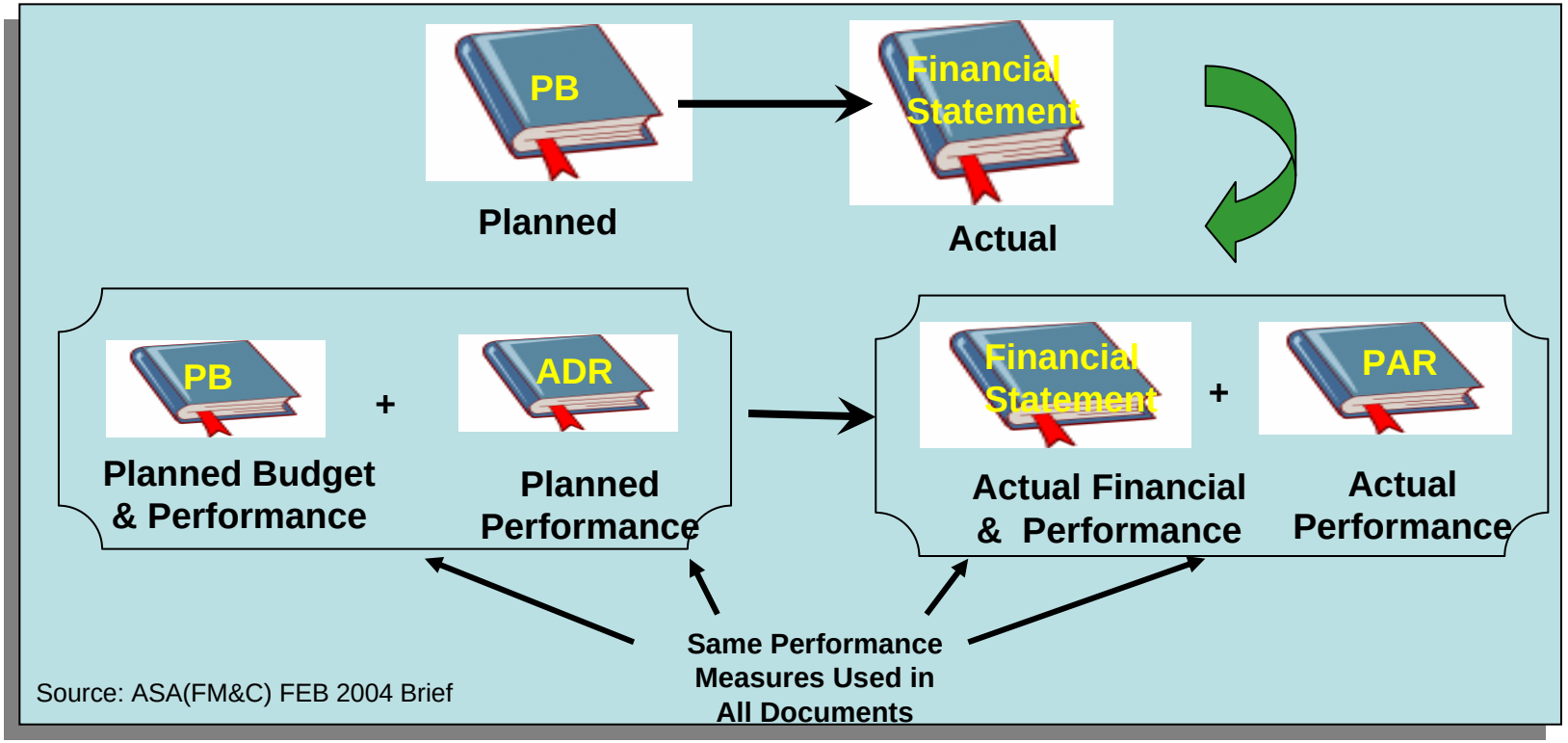
The reporting mechanism for the QDR is through the ADR and the PAR



The DoD has tailored the ADR and the PAR to meet several statutory reporting requirements – one of which is the GPRA

External reporting creates accountability

- **Implements the President's Management Agenda**
- **Holds managers accountable for expenditures**
- **Provides evidence of results achieved for funds invested**
- **Documents cost and performance**



Strategic guidance cascades from PMA and QDR – influencing the SECDEF and Army Scorecards

Guidance Documents

Document how resources are allocated to implement the strategy

Program

(Long-term: 5-6 years)

- Strategic Planning Guidance (SPG)*
- Joint Planning Guidance (JPG)*
- Future Years Defense Plan (FYDP)

*Formerly DPG

Budget

(Mid-term: 1-2 years)

- Annual Defense Report (ADR)
- GPRA Plan/ Performance Budget

Execution

(Current: 1 year)

- Financial Statement
- Performance & Accountability Report (PAR)
- Operations/ Requirements Generation

Supporting Processes

JCIDS

- Decision Body – JROC
- Future Capabilities Board (FCB)

PPBES

- Decision Body – SLRG
- PDM/PBDs/MIDS/EPP

Acquisition Process

- Decision Body – DAB
- Acquisition Decision Memorandum (ADM)
- Integrated Project Teams

For More Information . . .

Visit the References Section of the AEIOO Website for:

- Links to:
  - PMA
  - Balanced Scorecard Institute
  - Statutory guidance (e.g., GPRA, Clinger-Cohen, etc)